



Northumberland
County Council

Health and Wellbeing Board Corporate Plan Refresh 13th April 2023

www.northumberland.gov.uk

How it all fits together

Our Strategic Direction

Established in the Corporate Plan 2023/2026

Our Approach

Referenced in the Corporate Plan

Evidenced in our strategic planning

Will be used to update priorities and actions going forward

The Mechanism to Deliver our Best Value Approach

With stages of:

Our Vision

Land of great opportunities



Tackling Inequalities

People

Outcomes

- ✓ Communities are empowered and resilient
- ✓ Residents live and age well
- ✓ Children and young people have the best start in life
- ✓ The building blocks of a good life

Measures



Growth and Jobs

Place

Outcomes

- ✓ Thriving places and culture
- ✓ Skilled people
- ✓ A diverse and resilient economy
- ✓ A connected county

Measures

Climate Change



Value for Money

Council

Outcomes

- ✓ The best customer experience
- ✓ Working better, more efficiently
- ✓ Making the best spending decisions
- ✓ Doing more through technology

(Actions included in SBC to achieve an effective and efficient Council)

Measures

Best Value Approach

made up of

1

Delivering **VALUE** through

- ✓ Cost, quality and effectiveness
- ✓ Meeting wider equal opportunities duties

2

Creating **IMPACT** measured by performance:

- ✓ Inspections
- ✓ Benchmarking

3

To enable **SUSTAINABLE DEVELOPMENT** through continuous improvement:

- ✓ Strategic Change Programme
- ✓ Service Reviews
- ✓ Improvement Plans
- ✓ Projects

7 Principles

To test ourselves against to inform actions

Vision and Leadership

Working with communities

Governance & Accountability

Sustainability

Use of Resources

Fairness and Equality

Partnership & Collaborative Working

Planning, Performance and Accountability Framework

- ✓ Corporate planning
(Corporate Plan and Budget)
- ✓ Service planning and design
- ✓ Deliver and manage
- ✓ Analyse and Review

Outcomes and actions | Tackling Inequalities 1 of 3

Outcome	What we are going to do to achieve outcome
<p>Empowered and resilient communities</p>	<p>Deliver a workforce development programme to implement and embed our Asset Based Community Development (ABCD) approach so that we consider the strengths of our communities first, what communities might need some help with and what our Council’s responsibilities are</p>
	<p>Improve our overview and scrutiny processes and adapt and build upon our Equality Impact Assessments by incorporating inequalities and strengths (e.g. socio economic, geographical) of communities so that all decisions on policy, strategy and resource deployment are considered through an ‘inequalities lens’</p>
	<p>Embed preventative wellbeing interactions within our core resident facing services (such as libraries, leisure centres and community hubs), including the further development of community animator roles</p>
<p>Children and young people have the best start in life and grow up well</p>	<p>Further develop and embed our integrated multi agency approach to working with whole families through the ongoing implementation of Family Hubs so that our families will have access to a range of supports from the antenatal period through to children turning 18 (or 25 with SEND)</p>
	<p>Work towards improving the quality and performance of early year’s settings, schools and other educational providers, so that all children and young people, no matter their circumstances or educational need, have equitable access to education as close to their home communities as possible and achieve the best educational outcomes</p>
	<p>Protect the health of our children and young people by:</p> <ul style="list-style-type: none"> • Developing a Healthy Weight Alliance which will bring communities and agencies together to play their part. • Developing a Northumberland Food Strategy • Refreshing our Physical Activity Plan so that we create environments that are safer for children to play and travel • Implementing our Emotional Health and Wellbeing Strategy for Children and Young People supporting access to the right intervention at the right time
	<p>Keeping our children safe through early support, robust holistic assessments and delivering our statutory functions, including being an effective Corporate Parent for those we care for and supporting our Care Leavers</p>

Outcomes and actions | Tackling Inequalities 2 of 3

Outcome	What we are going to do to achieve outcome
Residents live and age well	Encourage adults to be active and healthy by: <ul style="list-style-type: none"> • Limiting the influence of the tobacco industry to prevent people from starting to smoke and supporting those who do smoke to quit (as tobacco remains the biggest modifiable factor causing people to die early) • Developing a comprehensive food strategy considering equitable access to sustainable, affordable, healthy food • Creating the physical environment conducive to active travel and equitable access to participation in physical activity throughout our communities and redevelopment of our leisure offer • Delivering a “making every contact count” (MECC) approach so our front-line staff are equipped to have holistic conversations with residents; effectively able to give brief advice and signpost into appropriate health, social and financial wellbeing support
	Across all of the Council’s services, listen to what people with a disability or illness and their carers can tell us about how we can best support them to live the life they choose
	When people need care and support services, make it easy for them to take as much control as they wish over how those services are provided
	Work in partnership with local NHS bodies to ensure that when people have intertwined needs for healthcare and for care and support, all of the professionals supporting them in the community work together as a single team with a shared understanding of each person’s needs and choices
	Coordinate all the Council’s resources to address the key long-term strategic challenges facing adult social care , including the sufficiency of the care workforce, and the need for attractive and accessible housing options for the county’s growing population of older people

Outcomes and actions | Tackling Inequalities 3 of 3

Outcome	What we are going to do to achieve outcome
The building blocks of a good life	Work with our large institutions to close the gap in good employment opportunities for the most disadvantaged through the development of a Work and Health Strategy and through our work on a Commissioning Framework to deliver social value
	Through the actions being taken in our Poverty and Hardship Action Plan we will: <ul style="list-style-type: none">• Effectively target prevention support for food and fuel poverty.• Support children and young people in an education setting with hardship support and remove barriers to opportunity.• Try a test and learn approach to warm homes interventions for people with chronic conditions adversely affected by cold homes.• Build community resilience with access to good information, advice, and networks
	Undertake engagement with residents so their voice is equal to data and to understand what they feel is strong in their communities, what could be improved, what could be done by the community, what they need some help with and what is the role of the Council. Use this to support community cohesion where our communities feel safe and have a sense of belonging

Tackling Inequalities and Climate Change

Net Zero, Sustainability and Climate Change.

Climate change threatens to disproportionately affect our poorest areas, and climate policies which are too burdensome for the poorest in society could have an unwelcome effect on inequality.

Mitigating and adapting to climate change is a necessary condition for sustainably improving living standards. In planning, development, and implementation, the effort to reduce emissions must be at the service of broader objectives of reducing levels of poverty and inequality, the creation of decent jobs, improvement of air quality, and improvement of public health.

What we will do:

1. Engage with a diverse range of communities, through schools and education and the Climate Change Community Fund.
2. Helping residents with the greatest need to reduce energy and heating costs through retrofit and home improvements. Our new Home Improvement and Retrofit Service will deliver solutions for residents living in the most energy inefficient homes.
3. We will prioritise residents who are eligible for grants through national programmes like the Home Upgrade Grant (HUG), Social Housing Decarbonisation Fund (SHDF), the Energy Company Obligation (ECO) schemes and, in time, residents who want to fund their own home improvements.

Benefits

- Improved energy performance of social housing stock.
- Improved energy performance of privately owned housing stock, including privately rented properties.
- Access to affordable low carbon heating solutions.

Indicators

- Improvement in average Energy Performance ratings for domestic properties.
- Number of home upgrades and retrofits completed.
- Number of homes using a low carbon heat source.

Outcomes and actions | Driving Economic Growth 1 of 2

Outcome	What we are going to do to achieve outcome
Thriving places and culture	Deliver an ambitious regeneration programme across the county including transformative investments in Blyth and Ashington, improved walking and cycling route ways, investment in our economic corridors and employment sites; town investment plans and heritage, culture and natural capital related regeneration projects to build on our natural and cultural assets creating places where people feel proud to live, work and visit
	Continue to maintain the standard of our own housing stock, support our residents and meet the challenges arising from the Social Housing White Paper. We will deliver a mix of quality housing across the county to meet the needs of the community and our changing demographics. Through both direct delivery and working with partners we will develop needs-based accommodation through the homes for life models and affordable homes schemes and engage with the private rented sector to improve quality of housing (through our selective licensing policy)
	Maintain the high standards of vital local services ensuring the natural and physical environments our residents live in, are active in and visit, are accessible, clean, tidy and safe
A diverse and resilient economy	Support a vibrant and diverse economy, bringing investment and driving job growth, opportunities and greater prosperity in our communities
	Achieve a successful Mayoral Combined Authority and strong regional partnerships which support and invests in the county's economic growth ambitions
	Deliver the Rural Stewardship and Growth Investment Plan , working with partners in the county, region and Government agencies to harness the economic potential of the natural assets and landscapes within Northumberland, whilst protecting our unique and valuable environment
	Deliver our Destination Management Plan in collaboration with Visit Northumberland to create an environment for tourism and the visitor economy to develop and flourish sustainably for the benefit of local communities, businesses, visitors and the natural environment

Outcomes and actions | Driving Economic Growth 2 of 2

Outcome	What we are going to do to achieve outcome
Skilled people	<p>Develop the vocational education offer to provide clear pathways into apprenticeships, further education, higher education, and employment for all our young people and adults. We will do this by producing clear guidance for schools and settings on what good careers advice looks like; developing a curriculum and facilities which both support the ambition of learners and link to the workforce requirements for Northumberland. This will ensure that all young people are supported to achieve their aspirations</p>
	<p>Deliver skills and training for residents that meets their ambitions and supports the economy through greater links between learning pathways and opportunities in the economy, building on key relationships between education & industry, for example:</p> <ul style="list-style-type: none"> • Energy Central Campus • Education and Skills providers to upskill and reskill for the future low carbon economy • Working with the private sector to build skills development
	<p>Through providing accessible programmes to engage residents and support them to move closer to training or work to tackle inequalities, improve individuals' life chances and support the economy</p>
A connected county	<p>Introduce measures which make sustainable travel a more attractive, greener, and easy alternative to getting around including the delivery of the Northumberland Line, cycling and walking infrastructure and bus improvements</p>
	<p>Update our existing digital infrastructure, addressing areas of need in rural areas and delivering the Wide Area Network replacement project</p>
	<p>Continue to make the case for investment in the strategic road network where this will improve safety, ease congestion, and support economic growth and continue to maintain existing networks</p>

Driving Economic Growth and Climate Change

Net Zero, Sustainability and Climate Change.

Net Zero is the growth opportunity of the 21st Century. Northumberland can get a huge boost from the low carbon economy, and we are already creating the foundations as we work to become carbon neutral. We are uniquely placed to lead the way for the UK, as a rural county with an industrial heritage and emerging low carbon economy. We have made a good start but here is more to do.

What we will do:	
<ol style="list-style-type: none"> 1. Deliver district heating solutions for our eight major towns through a private sector partnership, helping to secure investment from the established Northumberland business community, especially those focused on manufacturing and power generation. 2. Create a new wave of low carbon employment needed to design, build, operate and maintain our district heating infrastructure. 3. Build community partnerships that are empowered to ‘design, build, operate and maintain’ community owned district heating solutions, specifically targeting rural communities that are most vulnerable to getting left behind as they are not on the UK gas grid. 4. Continue to build accessible electric vehicle charging infrastructure. 	
Benefits	Indicators
<ul style="list-style-type: none"> • Providing additional opportunities for economic growth and stability for the county’s largest employers. • Providing access to the low carbon economy for new entrants to the county and to existing SMEs who will need to pivot in the low carbon economy. • Providing accessible low carbon heating solutions for businesses and residents as fossil fuel heating solutions are phased out by central government. • Encouraging residents and visitors to make the switch to Electric Vehicles, helping to reduce tail pipe emissions and facilitate access to the rural economy. 	<ul style="list-style-type: none"> • Number of large employers engaged in District Heating Schemes. • Number of off gas grid communities engaged in District Heating Schemes. • Number of households and businesses that will be in scope for District Heating solutions as they are rolled out. • Carbon Dioxide savings that can be targeted through District Heating Schemes. • Electric Vehicle Charger Usage.

Outcomes and actions | Achieving Value for Money 1 of 2

Outcome	What we are going to do to achieve outcome
The best customer experience	Embed the Best Value approach through a new Planning, Performance and Accountability Framework for the Council. The delivery of our new Framework will enable us to embed continuous improvement in our business and ensure that the overall value of everything we do has the best impact it can
	Redesign the way our customers access our services to provide a coordinated, consistent and equitable offer of services that makes better use of the data we gather, delivers more proactive services and makes the best use of digital services . In designing improved digital channel access we will ensure that we do not exclude residents, as we will make better use of telephone and face-to-face contact and utilise proactive outbound calling to support our customers
	Put in place a new digital service engine that will make council services more available, accessible, and easy to use by our customers. This will be supported by a single customer case management system that brings together in one place our customers journeys and data
Making the best spending decisions	Improve how we use data and performance monitoring to inform and plan our services, deliver improved outcomes and ensure continuous improvement
	Involve our residents, communities and partners more in how we design and deliver equitable services to ensure they meet need, deliver the greatest impact and improve the quality of public services in Northumberland
	Implement a new Commissioning Framework that will provide a robust and commercially minded focus on delivering good outcomes, value for money and social value in our spending decisions. Transform our fragmented procurement approach to a more strategic one using 'categories' to help us manage our spend and build stronger relationships with the market supported by an improved Contract Management Framework

Outcomes and actions | Achieving Value for Money 2 of 2

Outcome	What we are going to do to achieve outcome
Working better, more efficiently	Support our staff to succeed by embedding a workplace culture that focuses on learning and continuous improvement underpinned by our commitment to equality, diversity and inclusion and achieving best value. Through refreshed organisational development plans we will create clearer career pathways for our staff and provide a better employee experience
	Strengthen our structures and operating models by creating corporate centres of excellence in key administrative areas that will allow us to make efficiencies through economies of scale , establishing clearer career pathways and better career opportunities for staff. Streamlining our operating framework will make it easier for our staff to get things done. A new Employee Service Centre will provide a single access point for routine requests managed by a new Transactions Hub
	Make best use of our land and buildings by strengthening our strategic oversight and governance of the estate and using our estate more efficiently, sustainably and creatively so as to maximise its impact and reduce costs . Creating efficiencies through a strengthened corporate landlord approach will ensure we achieve value for money in the maintenance and development of our estate and that it is fit for purpose to achieve our priorities
Doing more through technology	Reduce the number and complexity of our ICT systems streamlining our technical architecture into three main platforms making the council's technology estate cheaper, easier to manage and sustainable
	Invest in our ability to design and build our own technology solutions so that we can reduce expenditure on ICT licences, support and maintenance costs and design the right sustainable digital solutions for our residents and services
	Enable more efficient ways of working for our staff and services by investing, upskilling in and implementing modern work tools that will enable them to meet service delivery needs

Achieving Value for Money and Climate Change

Net Zero, Sustainability and Climate Change.

As one of the largest employers in the county, we can become a leading example for residents, communities and businesses on carbon neutral approaches. To achieve this, we will be an ‘incubator employer’ supporting other business to become carbon neutral.

What we will do:

1. Reduce the amount of energy (electricity and gas) consumed across the estate through more effective utilisation of the space we have, more efficient use of the energy needed across these spaces and through engagement and communication with our staff and residents.
2. Ensure all new NCC owned properties will be built to net zero in operation as a minimum standard and all future refurbishment work improves properties towards net zero in operation (accepting that the age and architecture of certain properties may make this impossible in some situations).
3. Ensure all existing NCC properties meet the regulatory energy performance standards and are ready for low carbon heating solutions like District Heating and Heat Pumps.
4. Increase the amount of energy generated across the NCC estate, including through solar car ports.
5. Introducing changes to our salary sacrifice scheme to incentivise take up of low carbon technology.
6. Ensuring any council owned woodland that is lost to redevelopment will be replaced twofold and managed effectively to provide the maximum carbon and biodiversity net-gains.

Benefits

- Provide practical examples of how to become a net zero employer, which can be picked up and adapted by other employers in the county.
- Contribution to decarbonisation of the National Power Grid through renewable energy generation across the estate.
- Fulfilling our obligations as a landlord to ensure our buildings meet the regulatory standards for energy efficiency.

Indicators

- Amount of electricity and gas consumed across the NCC estate.
- Amount of electricity generated by the NCC estate.
- Energy rating of building across the NCC estate.
- Number of staff completing climate change training.
- Number of electric vehicles in the fleet.
- Reduction in single use plastic and other disposable items.



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Comments?

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